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ABSTRACT

This document outlines Howard Community College's (HCC) six strategic initiatives and goals. Each of the strategic initiatives is presented, along with a context for the statement and a list of goals to be achieved in support of the overall initiative. First, HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. This requires putting students at the center of the planning processes, and being responsive to their needs and individual learning styles. Second, HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. Third, HCC will take a leading role in workforce training and in supporting economic development efforts within the county. Fourth, HCC will seek to nurture vibrant community, business, and educational partnerships. Fifth, HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. Sixth, HCC will aggressively seek the resources to accommodate growth in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college. (JJL)

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ED 432 334

Howard Community College
STRATEGIC INITIATIVES AND GOALS
May 1999

Strategic Initiative I – LEARNING COMMUNITY

HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.

Context:
The College will offer a wide variety of high quality programs and learning opportunities that will help to build a vibrant community, and will help each student to discover their unique strengths and to achieve their goals. HCC will function as a gateway to professional and personal growth for all citizens and the priority of the college will be to provide the highest quality teaching and learning opportunities so that each citizen can achieve that growth. Assessment of outcomes and quality of learning will be the hallmarks of credit and non-credit educational programs. The college's courses, its highly qualified faculty and staff, and its cultural arts programs will make HCC a major positive force in the life of the community.

Goals

1. The college will impact the learning of the segments of the student community that are currently least successful by investigating and implementing strategies to increase the success and retention rates of these at-risk populations.
2. The college will enhance the quality of learning by supporting and rewarding professional development initiatives that bring full-time and part-time instructors together for constructive dialogue around teaching and learning issues and for collaborative teaching improvement projects.
3. The college will participate with its educational partners to provide development opportunities for our faculty and staff and to provide for the most effective use of our combined resources.
4. HCC will take a leadership role in constructing a seamless system of learning through which learners can move easily while gaining unique and substantial value from each component. We will seek out K-16 partnerships that enhance the preparation, success, workforce preparation, or transfer of our students.

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Strategic Initiative II - ACCESS

HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. Physical and conceptual barriers that inhibit learning will be eliminated, and we will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.

Context

HCC is a comprehensive community college that seeks to provide learning opportunities to all members of the community. It works with the community to develop the courses, programs, facilities and opportunities to ensure that all citizens have access to learning opportunities that best fit their needs. The Commission on the Future has identified a number of untapped markets, opportunities to expand programs and new expectations for how the college can contribute to the community. To meet these new expectations and to accommodate the rapidly growing number of high school graduates, the college will need to find new human and financial resources, and ensure that its facilities are of adequate size and are well designed to accommodate these new students and programs.

Goals

1. HCC will be a leader in removing scheduling, physical, academic, and financial barriers to learning in credit and non-credit courses so that all students can participate in the HCC learning community.
2. HCC will provide childcare for parents so they can be students in credit and noncredit courses during the day and evening hours.
3. The college will adopt an enrollment management process and procedures that emphasizes strong advising programs, individualized attention, smooth transitions from initial application for admission through many learning experiences at HCC, and that emphasizes a diverse array of learning opportunities to fit the needs of citizens throughout their lives.
4. Based on research conducted in FY2000, the college will adopt an institution-wide positioning strategy that helps prospective students and the community understand the uniqueness of HCC among educational alternatives and how it will benefit them.

Strategic Initiative III - ECONOMIC AND WORKFORCE DEVELOPMENT

HCC will take a leading role in workforce training and in supporting economic development efforts within the county.

Context:
Driven by advanced technology, heightened global competition, fast-paced innovation, and shifting demographics of the workforce, the workplace and its demands are changing profoundly. The levels and types of skills needed to accommodate these changes are unprecedented. And even more importantly, workers must be prepared to learn new skills throughout their careers. In trying to build a skilled, productive, dedicated and cohesive workforce, many companies in Howard County are responding by providing their present employees with state-of-the-art training that prepares them for global pressures, changing technologies, and increased diversification in the workplace. HCC is well positioned to relate the comprehensive mission of the College to the programs that will be needed in Howard County. The college's experience in delivering customized training that can be provided in convenient time frames and locations; its ability to respond through alternative delivery systems in a rapid time frame; the cost effectiveness of the college's academic, non-credit, and contract training; and its reputation for quality and accountability that is focused on outcomes, skill standards, certification, licensing, and job placement will be critical.

Goals

1. HCC will broaden its regional partnerships and participation in statewide affinity groups to bring greater resources to the College and local business community, particularly in the area of advanced technology.
2. HCC will aggressively support the strategic goals and objectives of Howard County's Economic Development Authority to foster an environment in Howard County that supports businesses, nurtures their growth, and provides them with skilled workers.
3. HCC will position itself to be an active participant in the Mid-Maryland Workforce Investment Board (WIB) so it can influence the overall local plan and be able to anticipate needs.
4. HCC will ensure that its students are prepared for the workforce through a concentration on skills-based competency education and a centralized, well articulated process that links students to the business community through apprenticeships, internships, work-based learning, and paid experiences.
5. HCC will strengthen the relationship among the units of the college responding to and anticipating the needs of the regional workforce.

Strategic Initiative IV - Partnerships

HCC will seek to nurture vibrant community, business, and educational partnerships. It will participate with its many community partners to ensure that it contributes to the learning needs of all citizens. It will seek out opportunities to be involved in the community's life by being a leader in government, business, education, cultural, and service groups, and will cultivate positive relationships with all segments of the community.

Context:
As HCC actively seeks to address community needs, it will involve its community partners in seeking solutions to building new learning opportunities within the community at large, within educational organizations, within businesses, and within the college. In its relationships with educational systems (both K-12 and higher education), and in its collaborations with businesses the college will showcase the knowledge and skills of its faculty, staff, and students so that businesses and community groups may profit from their expertise. Recognizing the interconnectedness of people and the impact of globalization, the college will take a leadership role in the county in identifying opportunities for preparing residents to be global citizens.

Goals

1. HCC will work with its community partners to develop international education initiatives to respond to community resident and business needs to prepare for global citizenship and for participation in the global marketplace.
2. HCC will actively seek collaboration and linkages with county businesses by involving business leaders in the identification and development of new programs and courses.
3. The College will develop mechanisms to link it to new ideas and opportunities within the community and to strengthen its positive relationships with local government agencies, businesses, and non-profit groups.
4. HCC will be an active partner in community development projects.

Strategic Initiative V - Organizational Excellence

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community it will build a strong sense of ownership and responsibility among all faculty and staff, including full-time and part-time students, faculty and staff.

Context:
HCC values efforts that encourage continuous improvements that promote the responsible and effective use of resources and that focus the college on organizational and learning criteria for providing world-class learning. The college has many features and operations that serve as bases for achieving this strategic initiative. The element of change has, from the origins of the college, been generally accepted as part of the college's culture. Most faculty and staff are involved, not just in following, but in leading change. There is an excitement about the many activities operating in the college and an eagerness to participate in activities that foster student learning.

Goals

1. The college will encourage creative thinking, support risk taking, and will reward and celebrate successes, creativity and innovation in pursuit of its mission.
2. The college will build an agile organization that is responsive to students and stakeholders and that empowers its faculty and staff to continuously strive for bold improvement in its learning and work processes.
3. The college will use appropriate technology to foster learning and to ensure that college operations are efficiently managed.
4. The college will streamline its decision-making processes to ensure that its faculty and staff are empowered to make decisions at appropriate levels within the organization and within the Board of Trustees' policy guidelines.

Strategic Initiative VI - Growth

HCC will aggressively seek the resources to accommodate growth in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.

Context:
In order to meet new challenges and to maintain its leadership in technology, quality, and responsiveness to community and individual needs, the college will need to work with community, state and national leaders to improve public funding for facilities and growth. It will need to work with its many community, corporate, and individual partners to ensure support that is adequate for the tasks that are undertaken. Scholarships, new academic programs, new learning communities, an environment that encourages innovation and risk-taking, and resources to meet student growth and program changes will be critical.

Goals

1. The college will develop its physical infrastructure to meet the need for appropriately designed space and technology at both the Columbia campus and at possible satellite centers.
2. The college will seek better state and local funding for operating, technology and capital funding.
3. The college will seek new private sources of funding for advancing the college and aiding its students.
4. The college will develop the research and development capacity to identify and anticipate community needs and to move quickly to respond to opportunities.

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